

20 August 1975

MEMORANDUM FOR: Director of Personnel
THROUGH : Deputy Director of Personnel
for Recruitment and Placement
SUBJECT : University of Michigan - Minority Recruitment

Generally speaking, we have avoided Career Days because they have been unproductive and have been an occasional source of agitation and abuse by radical students.

However, since the climate on campus has seemed to ^{have} quieted down last year and our visit at the Black Law students symposium in Atlanta, Georgia, (Easter weekend) was without incident, I am inclined to recommend that we stick out our necks a bit and take a chance that this Career Day at the University of Michigan (which has a past history of strong radical student activism) will be controlled.

Specifically, I'd like permission to invite Mr. Omega Ware to accompany [] to this program. [] is very familiar with the University of Michigan and is experienced with handling situations that get out of hand.

If you concur, we would coordinate our visit with the []

I don't wish to underestimate the potential for harassment, but the visit might provide Mr. Ware with an insight to recruitment procedures and some of our fringe concerns.

[]
Chief, Recruitment Division

Attachment

ILLEGIB

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The University of Michigan

3200 Student Activities Building | Ann Arbor, Michigan 48104
Evert W. Ardis, Director | telephone: (313) 764-7457

August 8, 1975

Dear Employer,

We would like to invite you to our Second Annual "Minority Graduate Schools' and Careers' Day" Conference held in the Michigan Union Ballroom from 11:00a.m. to 3:00p.m. on Tuesday, October 7, 1975. The purpose is to explain and offer minority students information and job positions with your organization.

Again, the format will include a table on which you may display your materials. This year we are starting our conference with a breakfast at 9:00a.m. on Tuesday, October 7, 1975 and providing an opportunity for you to interview on Wednesday October 8, 1975. Please, respond on the enclosed registration form.

Thank you for your assistance and cooperation.

Sincerely yours,

Caren L. Yancey

Caren L. Yancey
Minority Coordinator

CLY:vlh

Enclosure

The University of Michigan

3200 Student Activities Building | Ann Arbor, Michigan 48104
Ewart W. Ards, Director | Telephone: (313) 764-7457

Planning &
Placement

PROGRAM

Tuesday, October 7, 1975:

Breakfast (University Club)	9:00 - 10:30a.m.
Assemble Tables (Union Ballroom)	10:30 - 11:00a.m.
Conference with Students (Union Ballroom)	11:00 - 3:00p.m.
Unassemble tables (Union Ballroom)	3:00 - 3:30p.m.
Tour of Career Planning & Placement Office (Meet in Ballroom)	3:30 - 4:30p.m.

Wednesday, October 8, 1975

Interviews Scheduled	9:00a.m. - 12:00 noon
	1:00p.m. - 5:00p.m.

Return to: Caren L. Yancey, Minority Coordinator
3200 S.A.B.
University of Michigan
Office of Career Planning & Placement
Ann Arbor, MI 48104

Organization: _____

Contact Name: _____

Contact Address: _____

I plan to attend Breakfast.	Yes _____	No _____
I plan to attend the Conference	Yes _____	No _____
I plan to attend the tour.	Yes _____	No _____
I plan to interview.	Yes _____	No _____

Areas and types of employment:

Summer	Yes _____	No _____
Regular (full time)	Yes _____	No _____

1. Field	_____
2. Field	_____
3. Field	_____
4. Field	_____

Please enclose a check for \$5.50 with your registration form. Make check payable to University of Michigan.

DRAFT:D/Personnel:FWJJanney:bkf
22 August 1975

Dr. David Saxon, President
University of California
Berkeley, California 94720

Dear Dr. Saxon:

For some time this Agency has been actively engaged in an effort to increase minority representation among our employees. Although our efforts have been directed broadly across the United States, we find that minority employment remains low. This is true even though the general volume and quality of applicants for Agency employment have never been higher.

Last year we attempted to address this issue by bringing to the Agency representatives of about a dozen small schools with nearly total minority student populations. We described the work of CIA and the typical activities of its employees. Our visitors went to various offices where they could observe the working environments and talk to employees. They also made some suggestions to improve the success of our minority recruitment effort.

This year we have decided to focus our attention on publicly funded institutions with strong graduate programs and large minority student populations. We plan to hold a two-day conference (23 and 24 October) at our Washington headquarters, following much the same kind of agenda that I outlined above. We hope to expand the program to increase visitor contact with employees and to increase the time allotted for discussions with Agency officials.

This program is in no way intended to be a substitute for the working relationship which our recruiters maintain with placement officers at many universities throughout the country. We would continue to have the recruiters conduct the interviews and handle the referrals resulting from this expanded effort.

I invite you to nominate two or three people each from your Berkeley, Los Angeles and San Diego campuses to represent you at the October Conference. I suggest that they be selected from people in your institution who are concerned with affirmative action or with student placement. You might consider sending a faculty member (minority or not), a college dean, or even a student as one of your representatives. You need not be too concerned about their substantive specialties since the nature of foreign intelligence work requires



that we employ people from virtually all of the academic disciplines represented in the major universities. The only special request that I wish to make is that your representatives be interested in minority employment problems and that they be in a position to reach broad student and faculty audiences.

STAT Of course, we will reimburse your nominees for travel and certain other related expenses. In order to facilitate hotel and travel arrangements, may I have their names, titles, addresses, and Social Security numbers by 25 September. My manager for this conference will be Mr. [redacted] Coordinator for Academic Relations. Questions about the Conference will be more quickly answered if addressed to him at Room 3E63, Central Intelligence Agency, Washington, D. C., 20505. He may also be reached by telephone (collect) at [redacted]

I feel very strongly about the need for CIA to reflect the diversity of American society. I hope that our Conference will interest you and that your representatives can help us meet this objective.

Sincerely,

W. E. Colby
Director

STAT

13 August 1975

MEMORANDUM FOR: Deputy Director for Intelligence
DCI/EEG
✓DD/Pers/R&P

SUBJECT : Minority Recruitment--Visit to the Agency by
Representatives of State Universities

1. In accordance with the Agency Affirmative Action Plan Objective 2, Item 4, and my instructions from the DDI, I have begun to plan for a visit to the Agency by representatives of state universities on 23 and 24 October. The purpose of the visit will be to acquaint them with the mission and functions of the Agency so that they will refer minority applicants to us. Emphasis throughout the two days will be twofold--that we want minority employees, and that we use a wide variety of disciplines in our work.

2. I have done some research into the specific schools that might be invited to send representatives. Unfortunately, the most recent ranking of the quality of academic programs was done by the American Council on Education in 1970. Nonetheless, choosing from its list of schools in the "Distinguished or Strong" and "Good" categories, the same schools show up again. Attachment A is a chart that lists 25 schools that ranked well in at least one of five sample disciplines. I found that changing the mix of disciplines did not usefully change the composition of the list, though it might have changed one school's overall position. I suggest that we invite representatives from the asterisked (**) institutions.

3. Attachment B is a draft letter that Mr. Colby would send to the Presidents of the chosen schools. I ask you to review it for content and accuracy so that the DCI can send it out around 1 September. I should have your suggestions in hand by COB 22 August in order to give the DCI a chance to review and sign the invitations.

ILLEGIB

4. As to the program for the representatives, I have solicited the advice of the Agency EEO panel. They are a multi-directorate group, and should therefore be able to suggest a format that both reflects EEO concerns and involves the entire Agency. In many ways, however, this two-day program is far less important than the follow-up effort. We will need a commitment by each directorate to pursue throughout the following year the leads generated by the October session. This probably means that someone (the A/DDs?) should work out a follow-up program that specifies who will maintain and expand contact, how often, and on what terms. Who should issue the instructions to develop a follow-up program, and who should monitor its implementation?

STAT

DDI Coordinator for Academic Relations

Attachments:
As stated

cc: DDI/MS
DDI/B&F

FACULTY QUALITY*

** UC Berkeley	1, 2, 3, 4, 5	1 - Economics
** Michigan	1, 2, 3, 4, 5	2 - History
** Wisconsin	1, 2, 3, 4, 5	3 - Political Science
** Minnesota	1, 2, 3, 4, 5	4 - Math
** UCLA	1, 2, 3, 4, 5	5 - Physics
** Illinois	2, 3, 4, 5, (1)	n = Distinguished or Strong
** Indiana	2, 3, 4, (5)	(n) = Good
** North Carolina	2, 3, (1), (4), (5)	
** U of Washington (Seattle)	2, 4, 5, (1), (3)	
** Virginia	2, 4, (1), (3), (5)	
** Texas	2, 5, (3)	
** UC San Diego	4, 5	
Oregon	3, (4), (5)	
U of Iowa (Iowa City)	3, (2)	
Colorado	5, (4)	
** Iowa State (Ames)	5, (1)	
** Michigan State	(1), (2), (3), (4), (5)	
** Ohio State	(2), (3), (4), (5)	
** Penn State	(4), (5)	
** Kansas	(2)	* A Rating of Graduate Programs, American Council on Education, 1970. Based upon a 1969 survey. Privately funded institutions have been excluded from this chart. One hundred thirty institutions were ranked. Thirty-six disciplines were ranked, of which five appear on this chart.
** Maryland	(4)	
** Hawaii	(3)	
UC Riverside	(5)	
Florida	(5)	
Florida State	(5)	** Schools to be invited

Dear

For some time this Agency has been actively engaged in an effort to increase minority representation among our employees. Although our efforts have been directed broadly across the United States, we find that minority recruitment remains low. This is true even though the general volume of applications to the Agency has never been higher.

Last year we attempted to address this issue by bringing to the Agency representatives of about a dozen small schools with nearly total minority student populations. We presented a series of briefings about the work of CIA and the typical activities of its employees. We divided our visitors into small groups and took them into various elements of our work environment where they could question employees, and we took suggestions from the visitors which have somewhat improved the success of our minority recruitment effort.

This year we have decided to focus our attention on publicly funded institutions with strong graduate programs and large minority student populations. We intend to hold a two-day conference (23 and 24 October) at our Washington headquarters, following much the same kind of agenda that I outlined above. We hope to expand the program to increase visitor contact with employees, and to increase the time allotted for visitors to question Agency officials.

I invite you to nominate three people to represent you at the October seminar. I suggest that one be someone who is concerned

about affirmative action for your institution, one might be a faculty member (minority or not), and one might be a college dean or a placement dean. You might even wish to consider sending a student as one of your representatives. You need not be too concerned about the substantive specialties of your representatives, since the nature of intelligence work requires that we employ people from virtually all of the disciplines represented in the major universities. The only special request that I wish to make is that your representatives be interested in minority employment problems and that they be in a position to reach broad student and faculty audiences.

STAT To clear up final details, we will be pleased to pay travel expenses and per diem for your nominees. In order to facilitate hotel and travel arrangements, may I have their names and Social Security numbers (for audit purposes) by 25 September? My manager for this seminar will be Coordinator for Academic Relations. Questions about the seminar will be more quickly answered if addressed to him at Room 3E63 at our headquarters.

I feel very strongly about the need for CIA to reflect the diversity of the American society. I hope that our seminar will interest you, and that such contact will strengthen the contribution which we can make to the government.

Sincerely,

W. H. Colby
Director

71-157-2

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